



***Stop Rearranging Deck Chairs:
Building Sustainable “Mission Models”
in the Arts***

a presentation by

Doug Borwick

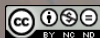
for the

Mountain West Arts Conference
Utah Division of Arts and Museums

Salt Lake City, UT

24 June 2013

Twitter: @DougBorwick



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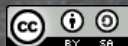


Building Sustainable "Mission Models"





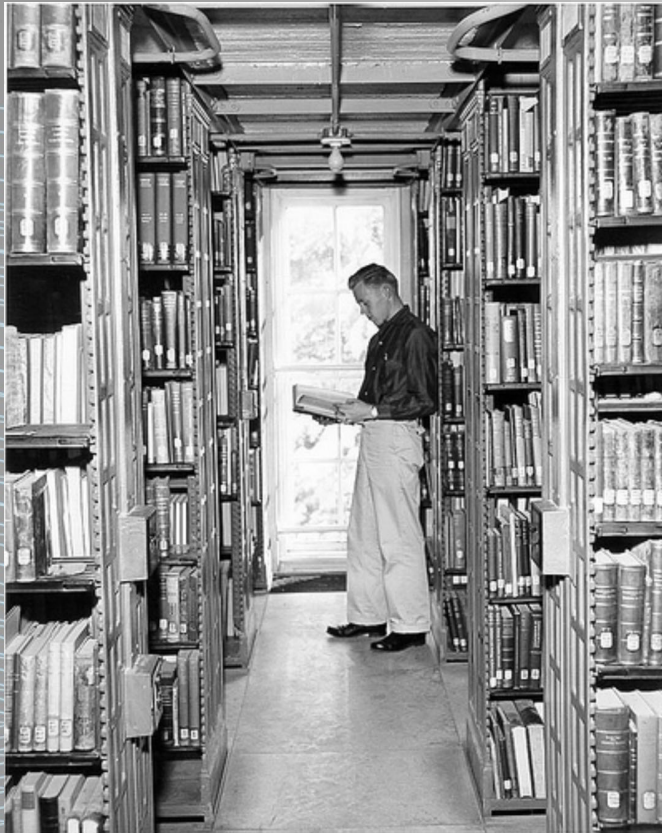
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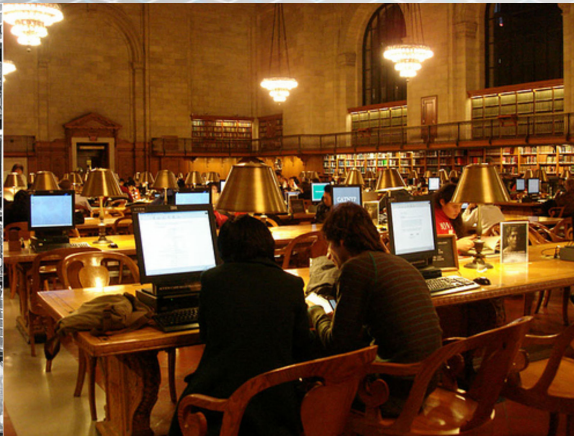
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Building Sustainable "Mission Models"

How did we get here?





Building Sustainable "Mission Models"

How did we get here?





Building Sustainable "Mission Models"

How did we get here?





Building Sustainable "Mission Models"

The Chasm



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Building Sustainable "Mission Models"

The Chasm

*Neither professionals [or community leaders] in the relevant disciplines nor the general public put sufficient stock in . . . studies to alter policy. **This disinclination to believe is rooted in unexamined assumptions that the arts do not touch the lives of more than a select few.***

Jonathan Katz, CEO

National Assembly of State Arts Agencies

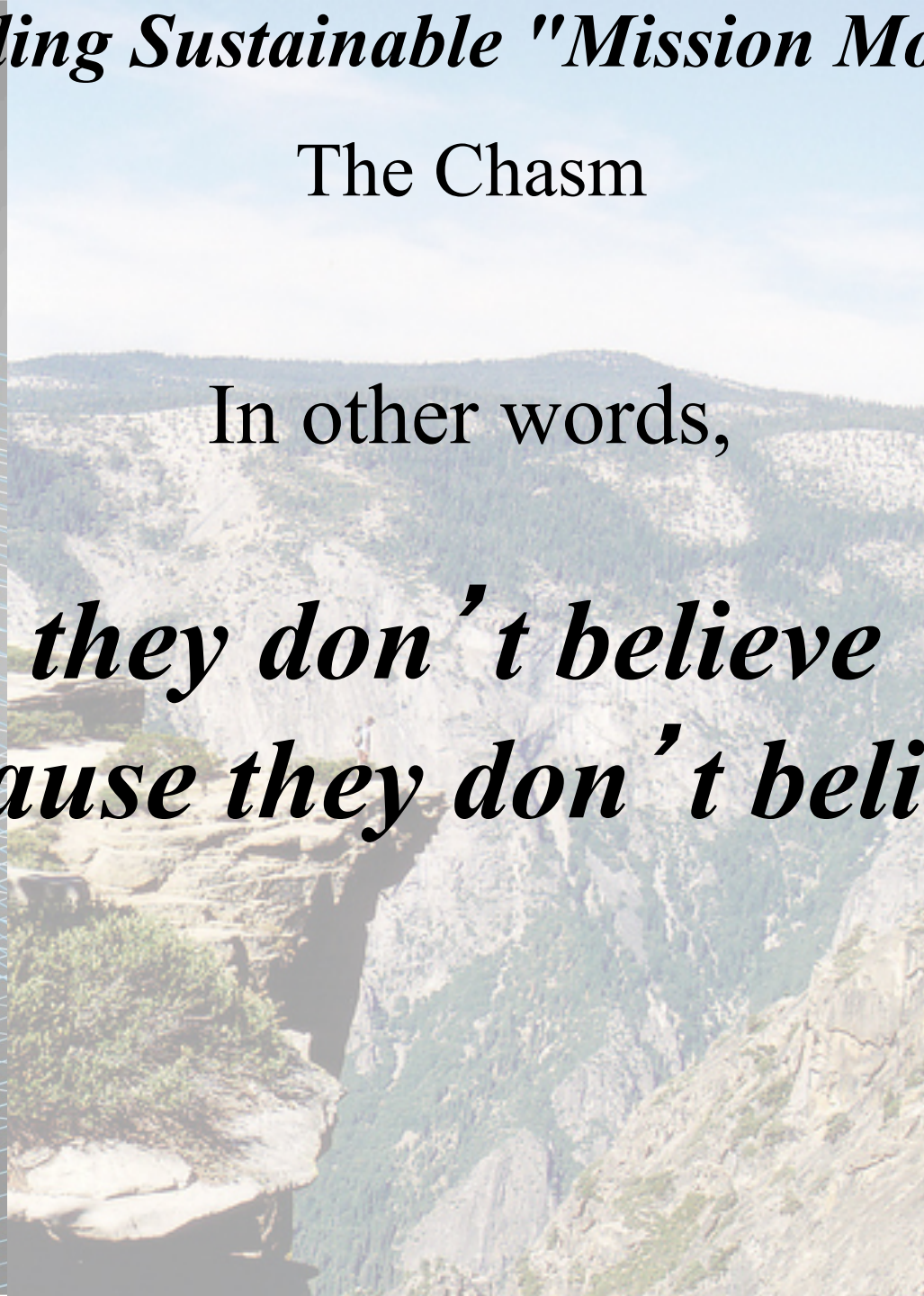


Building Sustainable "Mission Models"

The Chasm

In other words,

*they don't believe
because they don't believe!*





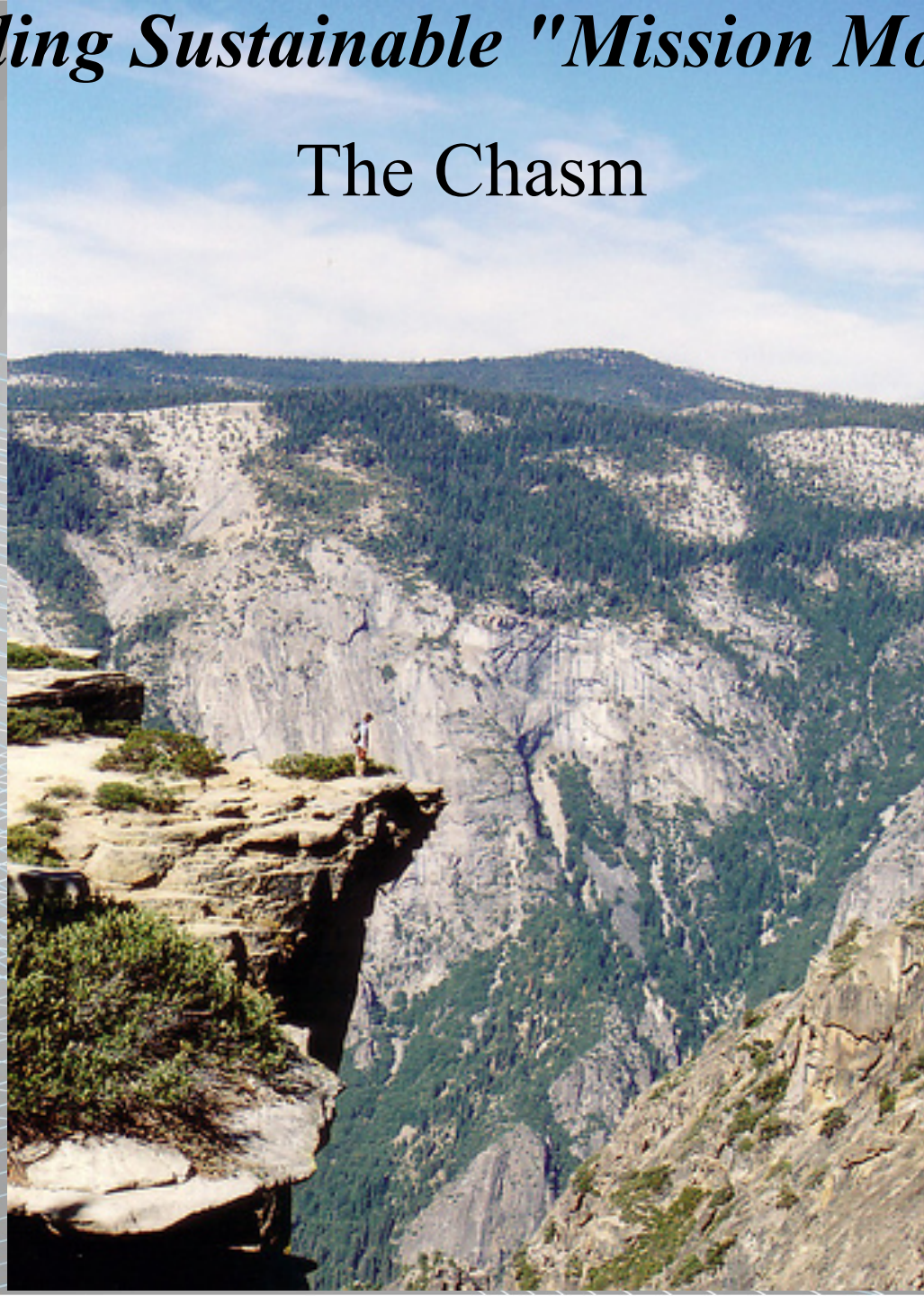
Building Sustainable "Mission Models"





Building Sustainable "Mission Models"

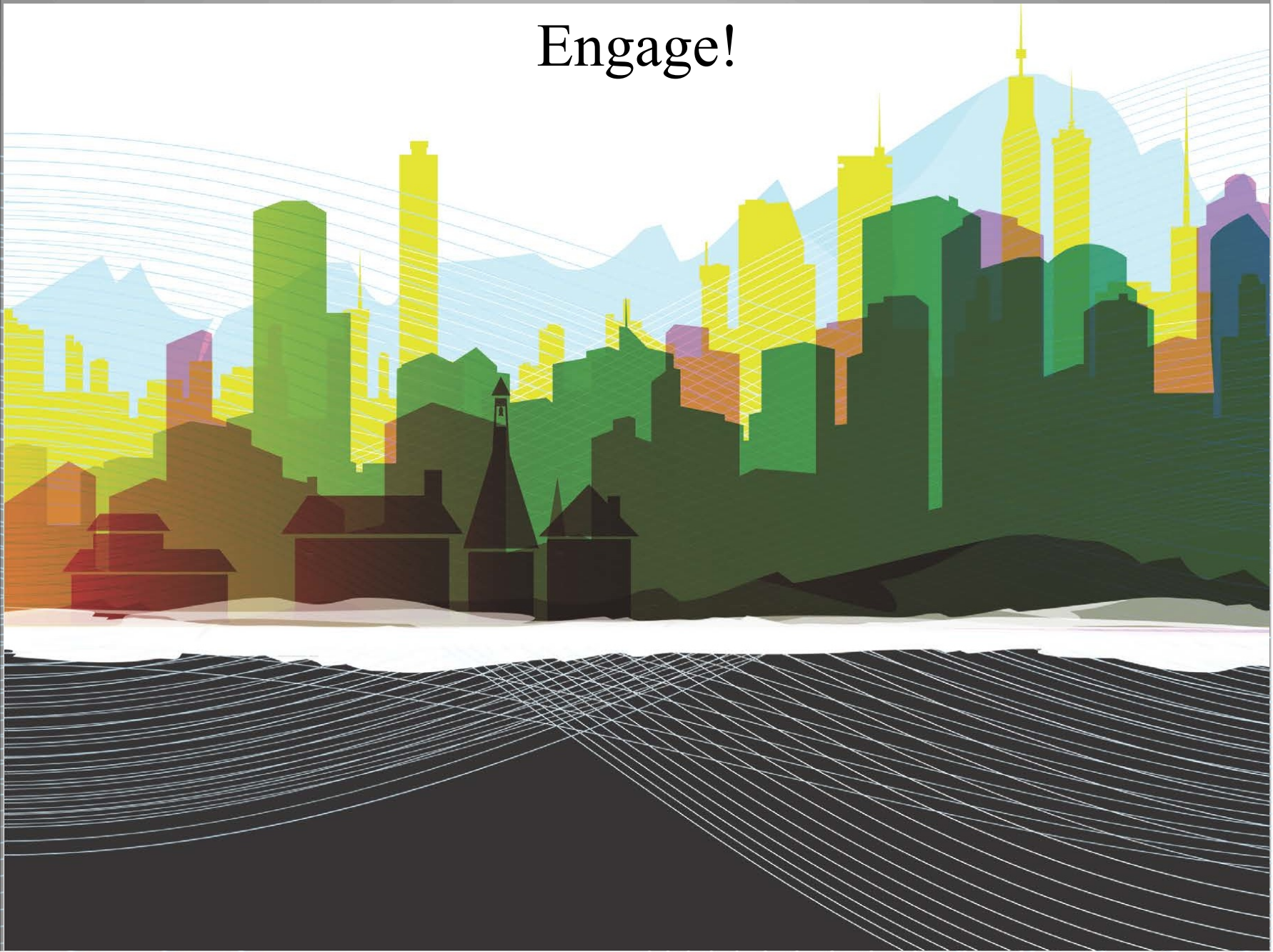
The Chasm





Building Sustainable "Mission Models"

Engage!





Building Sustainable "Mission Models"

Definitions, etc.



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Building Sustainable "Mission Models"

Definitions, etc.

Audience Development

A marketing strategy, artcentric

Improve results near-term

Little or no change in organizational identity or function





Building Sustainable "Mission Models"

Definitions, etc.

Audience Engagement

A marketing strategy, artcentric

Deepen existing relationships & Increase reach long-term

“Outreach”





Building Sustainable "Mission Models"

Definitions, etc.

Community Engagement

A mission strategy, focused on mutual benefit

Develop deep relationships of trust and understanding
through which reach can be expanded

Arts and community as equal partners

The arts grows out of or is a response to the relationships





Building Sustainable "Mission Models"

Examining Mission



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Building Sustainable "Mission Models"

Art for Art's Sake?



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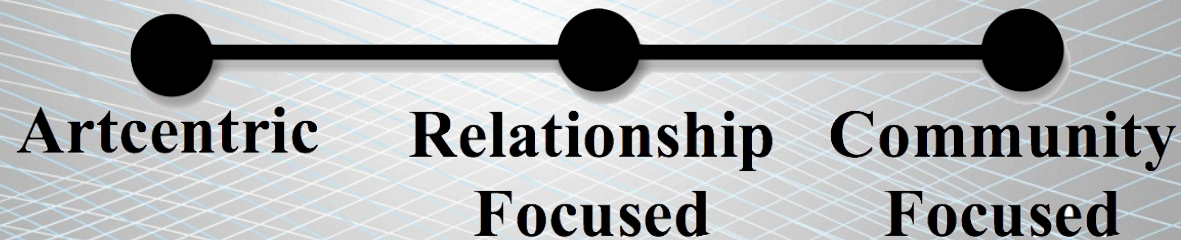
Building Sustainable "Mission Models"

Do we serve a what or a whom?



Building Sustainable "Mission Models"

Do we serve a what or a whom?





Building Sustainable "Mission Models"

Do we serve a what or a whom?



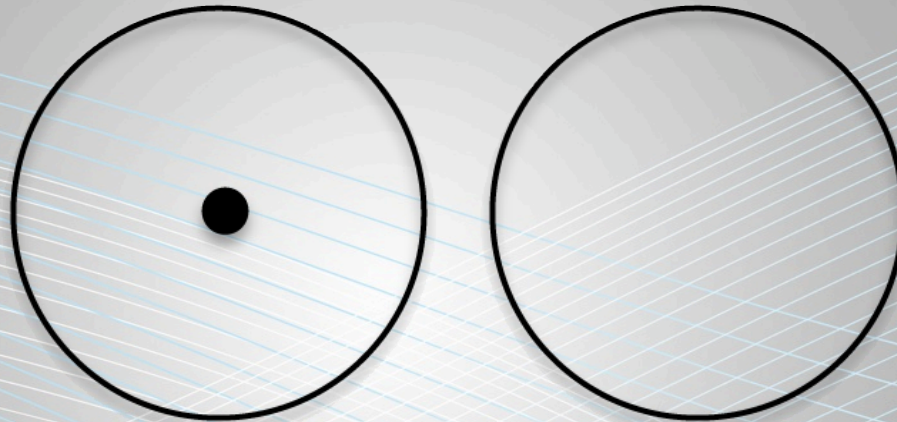


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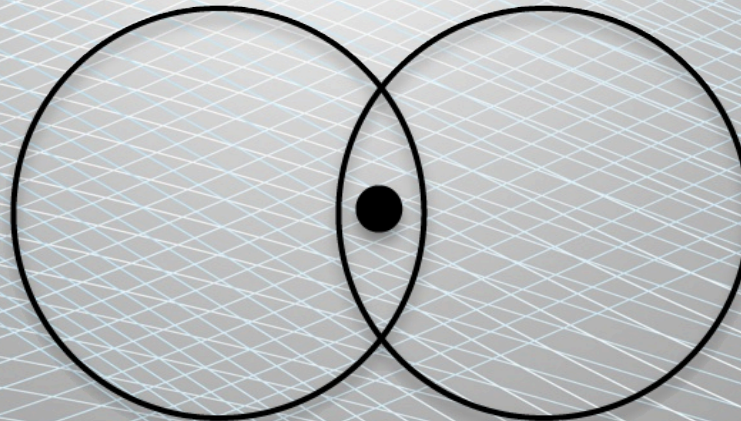
**Arts Organizations/
Artists**

Community

Traditional Model



Engagement Model





Building Sustainable "Mission Models"

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Building Sustainable "Mission Models"

Indispensable?



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Building Sustainable "Mission Models"

Indispensable?

Who would care?

- Local/state elected officials





Building Sustainable "Mission Models"

Indispensable?

Who would care?

- Local/state elected officials
- School Board





Building Sustainable "Mission Models"

Indispensable?

Who would care?

- Local/state elected officials
- School Board
- United Way





Building Sustainable "Mission Models"

Indispensable?

Who would care?

- Local/state elected officials
- School Board
- United Way
- Chamber of Commerce





Building Sustainable "Mission Models"

Indispensable?

Who would care?

- Local/state elected officials
- School Board
- United Way
- Chamber of Commerce
- Your community's religious leaders





Building Sustainable "Mission Models"

Indispensable?

Who would care?

- Local/state elected officials
- School Board
- United Way
- Chamber of Commerce
- Your community's religious leaders
- Neighborhood associations



Building Sustainable "Mission Models"

Indispensable?

Who would care?

- Local/state elected officials
- School Board
- United Way
- Chamber of Commerce
- Your community's religious leaders
- Neighborhood associations
- Ethnic associations



Building Sustainable "Mission Models"

Indispensable?

Who would care?

- Local/state elected officials
- School Board
- United Way
- Chamber of Commerce
- Your community's religious leaders
- Neighborhood associations
- Ethnic associations
- The general public



Building Sustainable "Mission Models"

Indispensable?

Who would care?

- Local/state elected officials
- School Board
- United Way
- Chamber of Commerce
- Your community's religious leaders
- Neighborhood associations
- Ethnic associations
- The general public

Any of them?



Building Sustainable "Mission Models"



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Bridging the Gap

The Trey McIntire Project





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Bridging the Gap

Memphis Symphony Orchestra





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Building Sustainable "Mission Models"

Shift in Focus:
From Product to Community

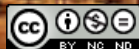




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The Core Business

Not product presenters



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Building Sustainable "Mission Models"

The Core Business

Not product presenters

Experience providers



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Building Sustainable "Mission Models"

The Core Business

Not product presenters

Experience providers

Personal growth
Social bonding/bridging



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Building Sustainable "Mission Models"

The Core Business

Not product presenters

Experience providers

Personal growth
Social bonding/bridging

Improving lives through the arts



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Building Sustainable "Mission Models"

Yes, but





Building Sustainable "Mission Models"

Yes, but
my board





Building Sustainable "Mission Models"

Yes, but

my board, my donors





Building Sustainable "Mission Models"

Yes, but

my board, my donors,
my members/subscribers





Building Sustainable "Mission Models"

Yes, but

my board, my donors, my members/
subscribers, my volunteers





Building Sustainable "Mission Models"

Yes, but

my board, my donors, my members/
subscribers, my volunteers,
my artistic director





Building Sustainable "Mission Models"

Yes, but

my board, my donors, my members/
subscribers, my volunteers, my artistic
director, my executive director

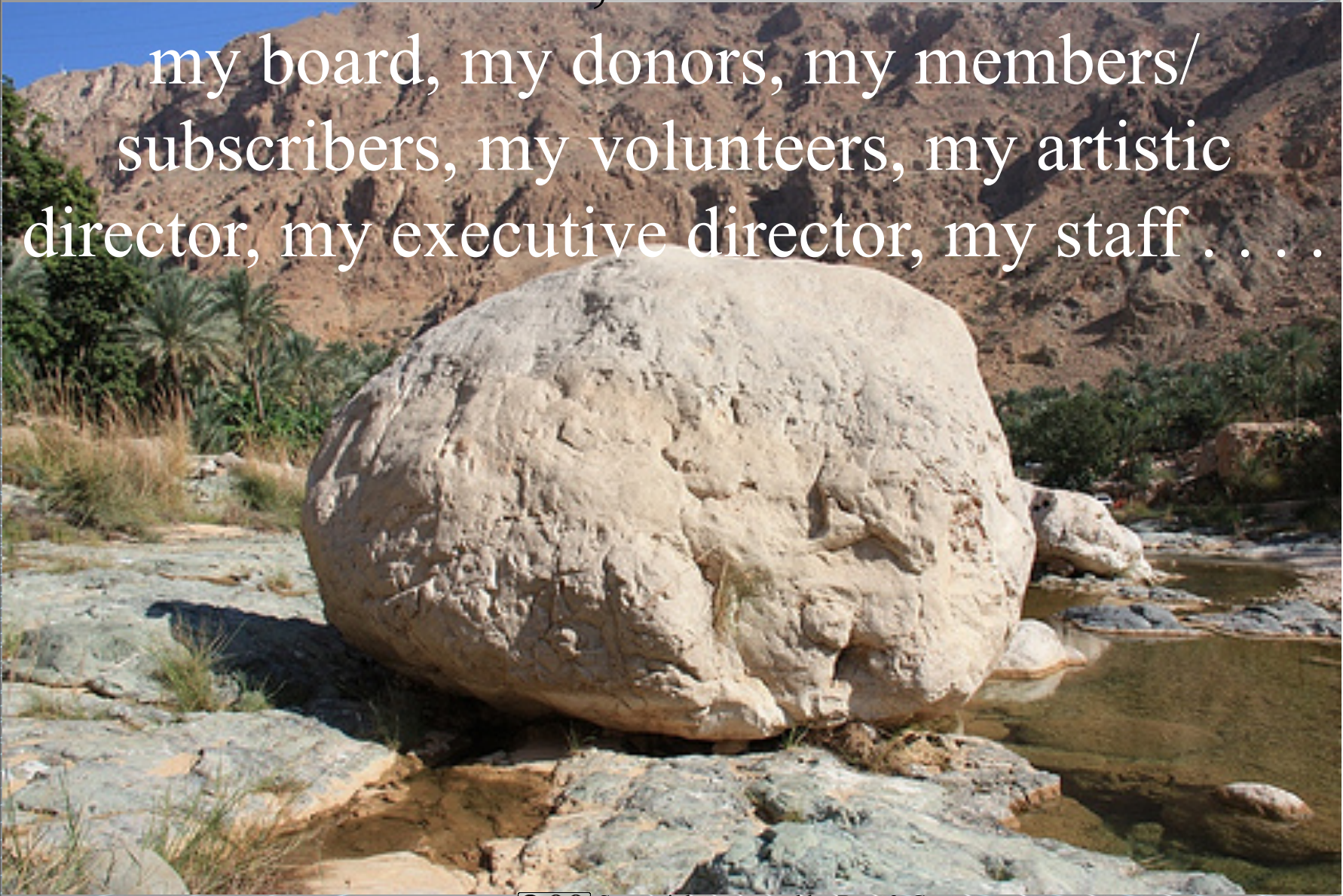




Building Sustainable "Mission Models"

Yes, but

my board, my donors, my members/
subscribers, my volunteers, my artistic
director, my executive director, my staff





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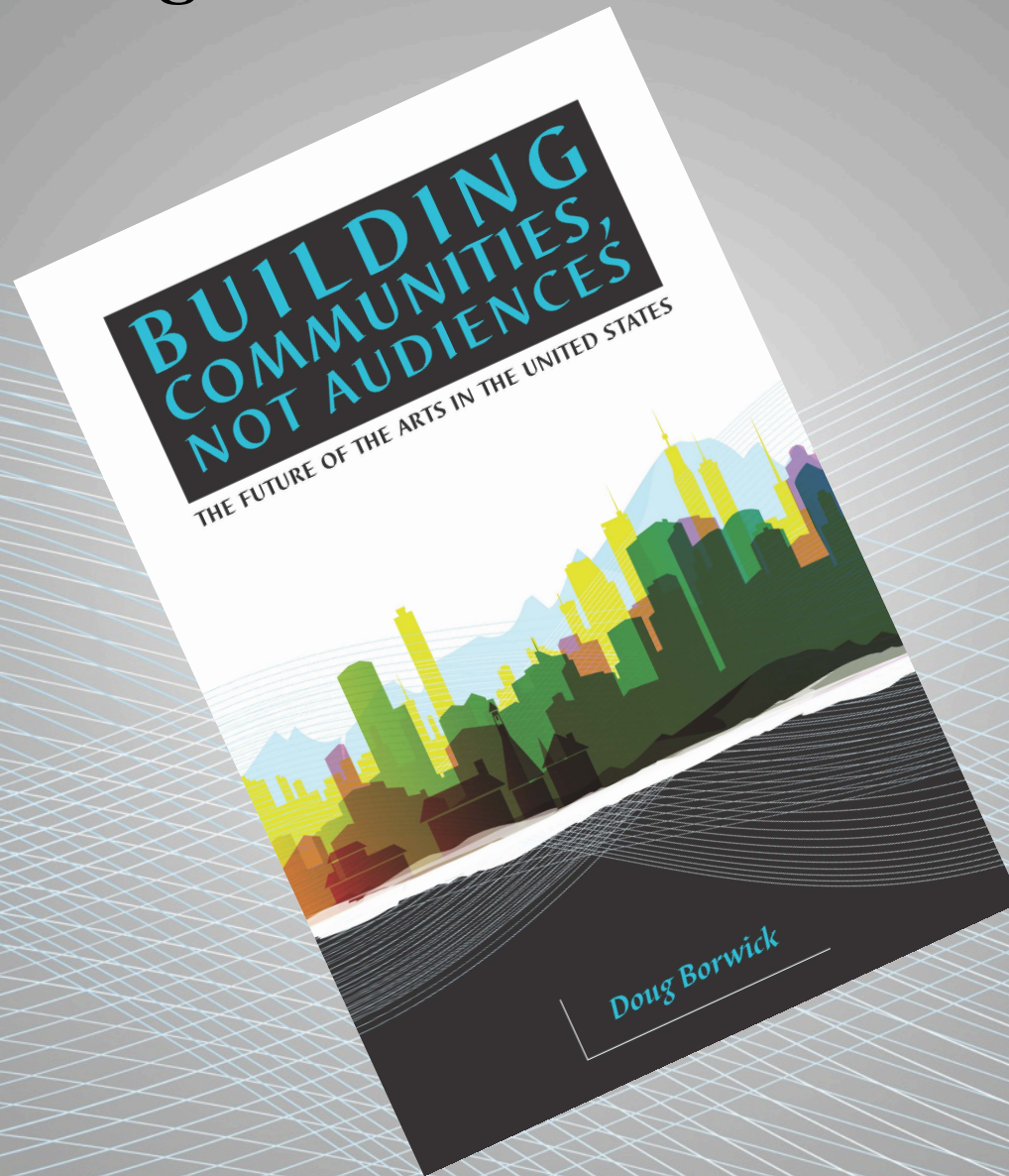


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Thanks for your attention!

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